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18 December 1953

MEMORANDUM FOR: Chief of Operations, DD/P

SUBJECT : Junior Officers Committee Report of 9 November 1953

1. I have reviewed the subject report with great interest and have referred various sections of it to senior members of my staff. The consensus is that the report is extremely useful, informative and considering the subject matter and the sources of information, quite objective.

2. While much of the material points up difficulties of personnel management which are peculiar to our organization and which will continue to be with us to a degree indefinitely, many of the comments, particularly with respect to the Career Service Program, are very timely. Specific points which I believe deserve special comment are the following:

Paras. 15 - 18 -- Non-Utilization of Qualifications

This is a very valid criticism but one about which only a central service such as the Senior Staff Career Service Boards or the Agency's Personnel Office are in a position to do anything about. What is needed is a means of collecting and evaluating the comments and objections made by individual candidates. Naturally, the division will continue to make every effort to utilize qualifications existing in individuals assigned to it.

Paras. 30-37 -- Supervision

It is agreed that it is impossible to over emphasize the need for adequate supervision. The recent Human Resources Program touched lightly on this subject. What is needed is a program of executive training tailored to meet the limited time available to supervisors who are actually on the job. No operating division can afford to be denied the services of key people for extended periods. Some short intensive training program or lengthy program to be conducted during after hours is required. Furthermore, brief seminars should be conducted at frequent intervals to give working supervisors an opportunity to refresh themselves and to exchange views with more experienced supervisory or specialized training personnel.

Para. 40 -- Promotion Policy

The situation herein outlined presents an opportunity for Senior Career Service Boards to work towards a uniformity of approach in the promotion policy of the Agency. While the current situation is much better than that suggested by the quoted comments, it would be helpful if promotion standards based on actual case

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experience were publicized more extensively by the Career Service Boards.

Para. 42 - Security

This division is now taking steps to ensure a better briefing of its staff employees in the matter of cover both at the time these employees enter on duty in the division and upon their return from the overseas stations. Particularly in the field of light official cover, it has been revealing to learn how little attention is given to the obvious details of the cover requirement and we are certain that our personnel who have been exposed to our new procedures have felt much more confidence in taking up their assignments in the field. Much remains to be done, however, to ensure that the problem of briefing and backstopping is not overlooked in the anxiety to ensure that this function is properly placed within the organization.

Para. 55 - 58 -- Military Credit

During the period of rapid expansion of the Paramilitary program of this and other divisions, many representations and assurances were given to the group of young men involved. Probably these were overly optimistic but seemed to be necessary at that time in order to obtain sufficient numbers of the proper kind of personnel. In any case this is a problem which is no longer serious and which we feel should best be treated independently of this study since it involves considerations which it seems to us are now primarily of interest to the Agency Personnel Office.

Paras. 67 - 90 -- Career Service Program

The comments contained in the report regarding the Career Service Program are we feel the most valid and timely of the entire study, and in itself this problem amply justifies the time and expense of this investigation.

Para. 67 -- The principle of mandatory assignment is we feel inherent in the latest Career Service regulations. Used with moderation, judiciously applied, it is fundamental to the successful operation of the Career Service idea.

Para. 68 -- We do not agree that a separate "auxiliary" or other personnel category apart from the career service personnel should be developed. In practice, there have been manifold problems which have arisen solely because of artificial efforts to distinguish among the various already existing categories of personnel. The idea underlying the views expressed is highly invidious and we feel would worsen rather than improve employee morale.

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Para. 70- Although we are cognizant of the considerations which lead to the creation of the present system of 4 separate boards, we believe the recommendation in this paragraph to be sound, i.e. to consolidate the present 4 separate career systems within the DD/P area into a single Clandestine Services or DD/P Career Service machinery. The present system establishes and crystallizes frequently artificial distinctions among personnel which impose undesirable restrictions upon the lateral movement of personnel within DD/P. This division has previously pointed out that except for a few highly specialized assignments the duties of most of our operations personnel cannot neatly be classified in the present career service system. Furthermore, we are exposed to 4 different sets of working procedures with as many differing points of view on career service. Para. 74 seems to be a sense-making approach to a better system which will eliminate much confusion.

Para. 77 - There are certain security implications to the idea here presented. We think that the boards directly concerned can as well decide on these reassignments between any of the Agency's major components.

Para. 91 -- Junior Executive Inventory

While any term selected for this idea is likely to be distasteful nonetheless some sort of junior registry should be developed and utilized. Obviously this would have to be extremely closely held at the most senior agency levels to avoid as much as possible implications of a "privileged" or "elite" corps. We do not believe that there would be any problem in spotting the initial list of such personnel given some idea of a predetermined number of candidates.

3. The fact that we have not commented on each of the ideas presented in this study does not mean that they are not worthwhile nor that the problems which they suggest do not in fact exist. Rather we selected those ideas and recommendations which seem to us to be the most timely or which point up workable solutions. We shall follow with interest the outcome of this investigation.



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Chief, FE

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